ONTARIO MUSEUM ASSOCIATION ANNUAL REPORT 1981-1982

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ONTARIO MUSEUM ASSOCIATION

President's Report

It seems impossible to believe that a full year has passed since our last Annual Meeting. In some ways it may seem that it has been a quiet time, but I can assure you that many important matters have been discussed and changes proposed by your Council during the last year. You will remember that at the time of the last Annual Meeting, the Peat, Marwick Report had been received by your Council and was in the initial stages of being reviewed for implementation. This report was commissioned to assist the organization in achieving greater strength, both in terms of its finances and its services to members. Not all of the suggestions contained in the Peat, Marwick Report have been accepted, but all have formed a basis for further discussion and action. Your various committee chairmen will be reporting to you on the many areas which have been addressed and I don't wish to duplicate their efforts.

A number of initiatives do deserve particular note. In an effort to ensure greater financial stability through a larger membership base, your Council is bringing recommendations to you which will allow for expansion of current membership categories to include institutions/organizations and corporations. It is also working on proposals which will give the organization charitable tax status. This second initiative will enable us to solicit funds for various projects which the Association may wish to undertake. Many members have already benefitted from the assistance provided by organizations in support of last year's major Heritage Symposium. This is the type of assistance which will be further encouraged through the achievement of charitable status. It is with this in mind that Council has recommended to you that our constitution be amended in order to meet the wording required by the Department of National Revenue.

As you are all no doubt aware, our publications have taken on a new look and have elicited many favourable comments both from members and non-members. I am extremely proud of the publications which the O.M.A. produces and hope you share this pride with me. In addition our renowned training programme is undergoing an extensive evaluation both by our own Training Committee and by a group of consultants funded by the National Museums of Canada.

I would like to take this opportunity to thank the members of Council for their very hard work during the year. Our committee chairmen have also been hard at work and have had a great deal of support from the dedicated volunteers who have served on the various committees of our organization. To all of these people I say a hearty 'thank you'. Without people such as yourselves, an organization such as the Ontario Museum Association could not function let alone exist. I should also like to thank our staff for their very fine and dedicated work during the past year. By now most of you have met Greg Baeker who arrived on the scene as our new Executive Director about the time of last year's Annual Meeting. He has worked hard to master all the details of the organization and to prod and push your Council in various new directions in order to improve the Association. Cassie Palamar has also worked hard to assist the Training Committee and Council in producing a first class training programme of which we are all proud. Supporting these people have been Betty Ann Jordan, Marilyn Job, Sheila Knox and Gary Hamilton who have worked hard on your behalf.

The Ontario Museum Association has much to which it can look forward. It has programmes and publications which are the envy of most other organizations. It has developed an excellent working relationship with the Ministry of Citizenship and Culture which respects our respective roles but also allows for free and frank interchange of ideas. It has a dedicated and highly competent staff to assist in the development and implementation of programmes. Finally it represents a vibrant and important community within the Province of Ontario which recognizes the mutual dependence of the organization and its members and which works hard to support the Association.

I thank you for your support during the past year and look forward to serving as your President during 1982-83.

Respectfully submitted,
KEN SEILING,
President

Executive Director's Report

Seeking to illustrate the difficulties inherent in the management of cultural organizations, a critic of the Canada Council recently compared that organization to the Queen Mary, which, in his words, "takes seven miles to turn around." As this Annual Report indicates 1981-82 was unquestionably a year of tremendous activity and considerable achievement. Yet in reflecting on the year it is difficult not to remain preoccupied by what remains to be done. In part this feeling is the result of the difficulties associated with assessing the long term impact of initiatives implemented during the year. Moreover, having made significant progress in certain programme areas, there is a heightened awareness of the potential of other areas for similar growth and development.

In order to avoid duplicating what will be said in the following Committee reports, this report will not attempt to recount all of the activities undertaken in each of the Association's programme areas. Rather, an attempt will be made to convey some general impressions of the year, to report on a number of accomplishments which, from the perspective of the Secretariat, were particularly significant, and to offer some thoughts on the year ahead.

As you will recall, it was at last year's Annual General Meeting that Council tabled the final report of Peat, Marwick and Partners, the management consultants retained to complete an assessment of the Association's financial future. Entitled "Strategies for Financial Self-Sufficiency", the report set forward an extensive set of recommendations designed to strengthen the financial base of the Association. As is evident by the various Committee reports, considerable progress has been made towards the implementation of the consultants' recommendations.

It was in the area of publications that the most immediate and concrete gains were realized. Significant improvements to the design and layout of ONTARIO MUSEUM QUARTERLY and CURRENTLY were the most visible of such changes. Other important "behind the scenes" initiatives include the improved scheduling of regular publications, increased efficiency through the computerization of mailing lists, the definition of a clear set of editorial policies and guidelines, and the development of an

extensive new list of potential advertising contacts. In the area of special publications the year saw the printing of the 1982 DIRECTORY OF ONTARIO MUSEUMS, ART GALLERIES, ARCHIVES AND RELATED INSTITUTIONS. Preliminary planning was also undertaken for two publications scheduled to be released during the coming year: an expanded and updated version of the MUSEUM AND ARCHIVAL SUPPLIES HANDBOOK and a publication based on papers delivered at the 1981 Heritage Symposium.

In the area of membership, 1981-82 was also a significant year, less perhaps for immediate and concrete gains than for the solid groundwork which has been laid for future growth. The computerization of membership records has benefitted the Association in a number of important ways. It has increased efficiency in the processing of memberships, has improved the Association's cashflow by allowing us to move from a fixed calendar year to a "floating" membership year (based on the date of application), and has enabled the OMA to begin to develop an accessible data base on its membership. Most significant to the long term growth and development of the Association has been the Membership Committee's decision to recommend the broadening of membership categories to include institutions/organizations and corporations. This important step represents an attempt to widen the OMA's base of support by providing services and programmes to institutions as well as individuals within the museum community. The past year has also seen the development of new promotional materials, including a portable display unit, which will assist in future membership promotion. Finally, an innovative new membership promotion strategy based on first-hand contact by regional sales representatives has been devised and will be implemented early in 1983.

In the critical area of Training, the OMA, with the generous support of National Museums of Canada, was again successful in mounting an extensive programme of training events throughout the province designed to upgrade the skills and knowledge of individuals working in Ontario museums. Simultaneous to the administration of the ongoing programme, the Training Committee and Training staff have been involved in the extraordinarily complex task of defining strategies which would make training opportunities more accessible and cost efficient. Programme content continues to reflect the growing professionalism and sophistication of the museum community through seminars and courses which address new and more advanced-level topics and themes.

Improvements to other membership services include a complete assessment and overhauling of the OMA's audio-visual programme, improved cataloguing procedures for materials in the Resource Centre, and the reorganization of the Association's resource files. Administrative efficiency has been immeasurably improved as a result of a total revamping of our filing system completed during the summer.

Financially, the audited statements included in this report indicate a difficult year. Although the deficit shown reflects an unquestionably serious situation, it should be remembered Peat, Marwick and Partners had projected a potential $20,000 loss for the 1981-82 fiscal year. As the Treasurer points out in his report, one must also take into account the expenses incurred as a result of the Peat, Marwick study — expenses which we are confident will result in increased revenues for the Association in the years ahead. Moreover, should the OMA's current negotiations for charitable tax status prove successful, our ability to undertake fundraising activity will further strengthen the Association's financial future.

Clearly it has been a year of considerable accomplishment. Yet, at the end of my first year as Executive Director, it has become clear that two things are critical to the Association's further growth and development. The first is that we must have adequate staff resources if we are to continue to offer existing programmes at their current levels and if we are to respond effectively to the evolving needs of the Ontario museum community. Equally as important is the need for a recognition that membership in the OMA is not a "one way street." The strength of any association like the OMA is closely connected to the degree of commitment and active involvement of its membership. Participation on OMA committees and sub-committees is the most obvious, but by no means the only such vehicle for involvement. Local membership promotion, contributions to OMA publications, and assisting with local arrangements for training events are only three of the many opportunities available for professional involvement and satisfaction.

What of the coming year? As defined in our grant application to the Ministry of Citizenship and Culture, the OMA's objectives for the 1982-83 fiscal year were as follows:

1. To assist the museum community in upgrading standards of presentation and operation as set forth in the Community Museum Policy for Ontario by:
   a) Disseminating information through OMA publications.
   b) Providing training opportunities and resources.
   c) Serving as a channel of communication for the museum community and other related organizations and agencies.
2. To encourage increased regional cooperation between museums to ensure the most efficient use of existing human and financial resources.
3. To assist the museum community in the area of audience development and increased public awareness of their activities and programmes.
4. To continue efforts to ensure the financial stability of the Association through:
   a) A broadening of its membership base.
   b) An increase in earned revenues.
   c) The initiation of fundraising activities.
5. To represent the interests of the museum community on a wide range of issues including:
   a) Federal-Provincial Indemnification Proposal
   b) Federal Cultural Policy Review Committee Recommendations
   c) Provincial Community Museum Policy
   d) Other matters as required

In the area of audience development, the OMA looks forward to working with the Ministry of Citizenship and Culture in the extension of the Wintario Halfback Programme to museums and art galleries. This innovative audience development scheme is just one of the many initiatives being undertaken by the Ministry to assist the cultural community in coping with difficult economic times. The OMA applauds the Ministry for these efforts and looks forward to cooperating with them on these and other projects in the year ahead. It is, of course, appropriate at this point to thank the Ministry for their generous support of the Association's

Executive Director's Report cont'd

programmes through their general operating grant.

None of the OMA's accomplishments over the past year would have been possible were it not for the intelligence, dedication and hard work of the Secretariat staff. My thanks is extended to full-time staff members Cassie Palamar, Marilyn Job and Betty Ann Jordan for their tremendous efforts and support. Thanks is also due to Christina Becker who contributed greatly to the Association prior to her resignation as Administrative Assistant in April. Resource Centre Coordinator Sheila Knox and bookkeeper Gary Hamilton deserve thanks and credit for the significant progress realized in their respective areas. Finally, special thanks must be extended to students Bonita Chow, Terry Castaneda and Eric Mares for their dedication and enthusiasm during a frantically busy summer.

In conclusion, let me say that I believe the OMA Council and Committees for 1981-82 can take tremendous pride in the accomplishments of the Association over the past year. To return to the analogy used at the outset of this report, the ship has been redirected — if not completely turned around. The year ahead offers many new challenges and many opportunities for further growth and change. I look forward to working with you in the pursuit of these goals.

Respectfully submitted,
GREG BAEKER,
Executive Director

Committee Reports

Membership

COMMITTEE MEMBERS
Bill Barber
Bob Barnett
Claus Breede
Marten Lewis
Susan Burke — *Chairperson*

The past year has been a year of new beginnings for the OMA, one in which your Membership Committee has taken an active part. Our efforts have largely been directed towards the implementation of many of the recommendations made by Peat, Marwick and Partners and reflected in previous Membership Committee Reports. Council has supported our activities by budgeting increased resources for the Committee. This has enabled the Committee to meet more often to develop directions and strategies and to take, in the future, a more active role in coordinating and organizing membership development activities.

The Association has enjoyed steady membership growth since its formation 11 years ago, although in recent years this trend has slowed somewhat, no doubt reflecting the unfavourable economic climate. Our most recent membership profile, however, indicates a definite, if modest upswing both in the area of membership renewals and in new memberships. This is a direct result, we feel, of a positive response to the improved format of the publications. We trust that future membership development activities will elicit an even stronger vote of confidence from the membership.

Our current membership stands at 962 members (Aug. 25, 1982) and revenues from this source represent 8% of the total operating costs of the Association. We are committed to increasing this to 20-25% over the next five years and in so doing, actively assisting the Association in becoming more financially self-sufficient, while at the same time, being able to expand and upgrade benefits and services to the membership.

To increase revenues from membership sources without radically increasing fees, it was the decision of Council, on the recommendation of the Committee to broaden the membership base through the development of additional membership categories. In addition to individual members (MUSEUM WORKER, ASSOCIATE) museums and other related organizations will be encouraged to join under the INSTITUTION/ ORGANIZATION category and business firms supporting the objects of the OMA as CORPORATION members. We trust that the membership will endorse these recommendations by voting for the proposed by-law amendments at the Annual General Meeting.

In the short-term, the efforts of the Committee will be concentrated on increasing membership in the Museum Worker category through regional membership drives. In future years, when our plans to upgrade and increase benefits to organizations have been realized, the new categories will be targeted and developed in a similar way. The first steps towards broadening the appeal of the Association and increasing its visibility in the marketplace have already been taken. Designers have succeeded in heightening the visual appeal of ONTARIO MUSEUM QUARTERLY and new letterhead, membership cards and brochures have been designed to better reflect the professional activities and programmes of the Association. A public relations specialist has also been hired with the assistance of the National Museums of Canada under their Special Activities Assistance Programme to assist in developing marketing strategies and promotion campaigns.

In anticipation of a steadily increasing membership with the resultant impact on the work load of the Secretariat staff, the services of a mini-computer have been leased and the existing membership records already transfered to it. This much-needed service will not only expedite the physical processing of memberships but will also provide an up-to-date data base on the membership to facilitate marketing and promotion. The first effects of this computerization programme will be noticed when memberships are renewed for 1982-83; memberships will not automatically expire on Dec. 31st, but will be renewed on the anniversary date of the membership application.

The OMA has the potential of becoming a much stronger, more vital force in the museum community in the future. Widened public support will result in greater involvement in museums and museum-related activities in the Province and extended markets for the programmes offered by an already committed nucleus of museum workers. A broadened membership base will also allow the Association to extend and upgrade its services to better meet the needs of museum professionals. We ask for your support.

Respectfully submitted,
SUSAN BURKE

Publications

COMMITTEE MEMBERS
Jon Barlow
Dorette Carter
Jenny Cave
Shirley Hartt
Joan Johnston
Olive Koyama
Kathryn Pankowski
Ruthanne Wrobel
Ian Vincent — *Chairperson*

The Publications Committee remained ostensibly the same as last year except for the welcome addition of three new members, Jon Barlow, Joan Johnston and Jenny Cave. It was felt that the implementation of the previous year's response to the Peat, Marwick Report would be greatly assisted by a degree of continuity in Committee membership.

The main thrust of the Peat, Marwick Report concerning publications was that this area presented an opportunity for the Association to lessen its dependence on government funding through the successful promotion and sale of its publications. The Committee's view was not so sanguine, however, and it was decided that without additional staff resources only some of the report's recommendations could be implemented immediately. Among the significant initiatives undertaken were the typesetting of CURRENTLY and the overall upgrading of QUARTERLY. The latter involved typesetting, improved design, the provision of more illustrations, and a change of name to ONTARIO MUSEUM QUARTERLY. The Committee decided that ONTARIO MUSEUM QUARTERLY in its improved format should continue to be aimed largely at the professional museum worker and not be widened in scope to appeal to a wider, news-stand audience. It was considered a doubtful proposition at best that a readership could be developed beyond those directly involved in museum work. CURRENTLY would continue to be produced by the Secretariat as a bimonthly news service to members.

Publications other than ONTARIO MUSEUM QUARTERLY and CURRENTLY which have occupied the Committee during the past year have been the 1982 DIRECTORY OF MUSEUMS, ART GALLERIES, ARCHIVES AND RELATED INSTITUTIONS and preliminary work on a new edition of THE MUSEUM AND ARCHIVAL SUPPLIES HANDBOOK (MASH). The Directory appeared in the winter and was the result of work done by Marsha Selick and Ilda Couto during the summer of 1981 under an Experience '81 grant. A new edition of MASH has been much in demand and in the spring a committee was struck to oversee this project. Special conservation advice on this committee will be provided by George Rogers (ROM) and John Barton (Archives of Ontario).

A third special publication which has become the responsibility of the Committee, and especially of Joan Johnston, has been the production of a book based on the RIVER, ROAD AND RAIL symposium of two years ago. The manuscripts have now all been edited by Professor Thomas F. McIlwraith and should be at the printers by the time this report is presented to the membership.

It remains my happy task to formally thank all those who have worked — and I use the word advisedly — on the Publications Committee over the past year. I should also like to thank John Carter, Chairman of the Training Committee, for help on a number of occasions, and of course the Secretariat staff for their continual support.

Respectfully submitted,
IAN VINCENT.

Training

COMMITTEE MEMBERS
Ann Boyer
Pierre Guevremont
Lorna Kee
John McIntyre
Frank Milligan
Mary Simonds
Mary Tivy
John Carter — *Chairperson*

In 1981 the Ministry of Education and the Ministry of Colleges and Universities issued a discussion paper entitled CONTINUING EDUCATION: THE THIRD SYSTEM. In this review of continuing education policies in Ontario, it was pointed out that over one million part-time learners participated in continuing education programmes in our province, outnumbering full-time learners in secondary schools, colleges and universities. Some of the reasons cited for this dramatic upswing in the numbers of adults involved in continuing education included: the high rate of technological change and the revolution in the information-processing industry resulting in the need for retraining; the continuing need for both professional and personal development; the emphasis on self-sufficiency creating a need for a wide variety of non-traditional and non-formal learning opportunities; and the sheer enjoyment many people have for learning.

The report went on to suggest that many other non-governmental agencies could contribute to the process of lifelong learning, by providing opportunities for job upgrading and retraining, academic upgrading, technical and professional updating, personal, intellectual and emotional development, and acquisition of recognized credentials associated with a basic level of education in specific fields.

In light of this information, and in an attempt to meet one of the major mandates of the OMA, the Training Committee has worked hard in the past year to provide opportunities for continuing education through its training seminars, Certificate Courses and specialized learning programmes.

Statistics from the past year of operation indicate the continued popularity and widespread interest in such programming. Twenty-six seminars and courses totalling 47 teaching days were offered at a variety of locations across the province. Topics ranged from interpretation and education, publicity and public relations, fund raising, labelling and mounting of costumes, to care of collections, exhibit design, and museum organization and management. Six hundred and eighty-five participants took part in 13 one-day seminars, 5 two-day seminars and 8 three-day seminars. A total of 61 faculty members assisted the Training Committee and the staff of the OMA Secretariat in planning and implementing education programmes offered to museum professionals during the past year. The total number of participants enrolled as Certificate candidates increased to 226.

Other major achievements apart from direct training, included continued evaluation of the OMA Training Programme, development of long range strategies, consideration of recommendations contained in the Peat, Marwick study and the undertaking of a

Training cont'd

major assessment for future directions of continuing education opportunities offered to our membership.

I would like to take this opportunity to thank those responsible for making the 1981-1982 Training Programme the success it was. Firstly, I would like to thank the members of the Training Committee who have assisted me as Training Chairperson. The hard work, support and friendship of Frank Milligan, Ann Boyer, Pierre Guevremont, Lorna Kee, John McIntyre, Mary Tivy, and Mary Simonds, will long be appreciated and remembered.

On behalf of the Training Committee, I would also like to acknowledge the efforts of Training Coordinator Cassie Palamar, Training Secretary Marilyn Job, Executive Director Greg Baeker, as well as the other members of the OMA staff. Without their assistance, the Training Programme for 1981-1982 would not have been the success it was. The support of the OMA Executive and Council should also be applauded.

New challenges face the OMA Training Programme in the coming years. As requirements and expectations change, and the need for lifelong learning opportunities increases, our membership will continue to look to the OMA for education programmes of high quality and continued excellence. It is to this end that the OMA will direct its efforts in providing a progressive programme of training to serve the Ontario Museum community.

Respectfully submitted,
JOHN CARTER

Treasurer's Report

The audited financial statements were accompanied by the usual "Management Letter" outlining operating difficulties and suggestions as opposed to financial problems. The Auditor found it possible to offer his congratulations to your Executive Director on the vast improvement in the record keeping and financial controls operating in 1981/82.

This relatively innocuous remark provides the key to much of the success of the fiscal year just ended. Due to this and the efforts of your (then) new Executive Director and your (then) new bookkeeper, significant funds were able to be allocated to those areas likely to provide growth in the years ahead, while restraining spending in less productive areas. This capability will increase and response to problem areas or deteriorating situations will be speeded up.

When reviewing the following statements it must be emphasized that the comparison is between a full 12 months in 81/82 and only 8 months in 80/81, due to changes in year-end closing. Thus whereas total expenditures for 81/82 are shown as $209,000 and only $116,000 for 80/81, a truer figure for 80/81 would be $164,000 on an adjusted basis. Any comparisons in these notes used the adjusted 80/81 figures.

We were able to reduce Employee Benefit costs from $6800 to $5400 by reviewing our options and asking what the staff *wanted*.

We reduced Audit and Bookkeeping costs from $5200 to $4800 (while providing greater detail) by keeping better books and leasing computer time.

Savings such as these and many others helped to offset greatly increased telephone and postage costs.

Comparison of seminar costs varied. One-day seminar costs rose from $3800 to $8400. Two-day dropped from $6000 to $5400. Three-day rose from $12,000 to $14,500. Publication costs rose from $15,000 to $24,700.

Training and Publications are basic to the well-being of the Association and to the service of its members. Following the Peat, Marwick report, further experimentation and development in both these areas is indicated and will require further funding.

It should be noted that $28,400 in direct costs and $5-6000 in related services were absorbed in connection with the Peat, Marwick report, so that the final net loss of $15,600 was in fact a very positive result; particularly in the light of Publications revenue dropping from $10,000 to $6,000 and only a very modest increase in Seminar revenue of $4500 against increased costs of $6500. Good investment practices and high interest rates increased interest income by $15,000.

Some interest was used to offset specialized spending, but it was possible to maintain the investment portfolio at the $100,000 level. The '81 figure was inflated artificially and temporarily by $20,000 received for the Peat Marwick study.

It was a good year — we have control and know where we are going and we have the base to make 1982/83 a great year.

Respectfully submitted,
NORMAN ELLIOTT,
Treasurer

Ontario Museum Association Financial Statements March 31, 1982

Auditors' Report

To the members of the
Ontario Museum Association

We have examined the balance sheet of the Ontario Museum Association as at March 31, 1982 and the statement of support, revenue and expenses for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances except as explained in the following paragraph.

The revenues by their nature are not susceptible to complete audit verification. Accordingly, our verification of receipts from these sources was limited to a comparison of recorded receipts with bank deposits.

In our opinion, except for the effect, if any, of any adjustments that might have been required had it been possible to extend our verification of revenues, these financial statements present fairly the financial position of the Ontario Museum Association and the results of its operations for the year ended March 31, 1982 in accordance with generally accepted accounting principles applied on a basis consistent with the previous year.

McGOVERN, HURLEY, GORDON & CO.
Chartered Accountants
TORONTO, ONTARIO
June 10, 1982

Ontario Museum Association
Balance Sheet
As at March 31, 1982

Assets	Operating	Unrestricted Investments	Total 1982	1981
Current				
Cash	$ 981	$ 12,000	$ 12,981	$ 13,570
Accrued interest receivable	—	500	500	1,038
Accounts receivable	—	—	—	1,030
Investments, at cost	—	100,000	100,000	130,000
Employee advances	1,070	—	1,070	1,300
Prepaid expenses	381	—	381	356
	2,432	112,500	114,932	147,294
Fixed (Note 1)				
Furniture and equipment	9,992	—	9,992	9,779
Less: accumulated depreciation	5,207	—	5,207	4,209
	4,785	—	4,785	5,570
Other, at cost				
Deferred charges	—	—	—	617
	$7,217	$112,500	$119,717	$153,481

Liabilities	Operating	Unrestricted Investments	Total 1982	1981
Current				
Accounts payable and accrued liabilities	$17,359	$—	$ 17,359	$ 16,864
Accrued vacation pay and sick benefits	3,020	—	3,020	2,083
Employee deductions payable	1,373	—	1,373	1,341
Deferred income (Note 1)	12,485	—	12,485	32,110
	34,237	—	34,237	52,398
Fund Balance				
Balance, beginning of the year	10,178	90,905	101,083	89,193
Excess (deficiency) of support and revenue over expenses	(37,198)	21,595	(15,603)	11,890
	(27,020)	112,500	85,480	101,083
	$ 7,217	$112,500	$119,717	$153,481

Approved on behalf of the Council by the President and Treasurer.

Ontario Museum Association
Statement of Support and Revenue and Expenses
for the year ended March 31, 1982 with comparative figures for the Eight Months *ended March 31, 1981*

	Operating	Restricted Training	Unrestricted Investment	1982 Total	1981 Total (Eight Months)
Support Grants					
Province of Ontario	$64,257	$ —	$ —	$ 64,257	$ 37,200
National Museums of Canada	—	31,000	—	31,000	32,908
Wintario	15,000	—	—	15,000	—
	79,257	31,000	—	110,257	70,108
Revenue					
Membership dues	16,841	—	—	16,841	8,340
Seminar fees	22,564	—	—	22,564	11,642
Publications	5,982	—	—	5,982	6,948
Interest	—	—	21,595	21,595	4,446
Annual conference	13,709	—	—	13,709	15,502
Other fees	2,594	—	—	2,594	11,153
	61,690	—	21,595	83,285	58,031
Total support and revenue	140,947	31,000	21,595	193,542	128,139
Expenses (Schedule 1)	172,279	36,866	—	209,145	116,249
Excess (deficiency) of support and revenue over expenses	$(31,332)	$(5,866)	$21,595	$(15,603)	$11,890

Ontario Museum Association SCHEDULE 1
Schedule of Expenses for the year ended March 31, 1982 with comparative figures for the Eight Months *ending March 31, 1981*

	Operating	Restricted Training	1982 Total	1981 Total (Eight Months)
Annual conference	$ 14,695	$ —	$ 14,695	$ 14,210
Council travel	3,095	—	3,095	2,435
Membership	1,520	—	1,520	719
Affiliation dues and fees	284	—	284	413
Salaries	65,344	—	65,344	39,131
Employee benefits	5,425	—	5,425	4,501
Utilities and office cleaning	1,466	—	1,466	1,038
Office expense	6,469	—	6,469	4,447
Photocopy	2,143	—	2,143	641
Rent and related	7,596	—	7,596	5,435
Telephone	5,245	—	5,245	1,046
Audit and bookkeeping	2,567	2,208	4,775	3,564
Staff travel	1,464	—	1,464	1,181
Publications	22,886	1,850	24,736	10,068
Bank charges	2	—	2	7
Reference material	—	—	—	294
Audio visual	—	865	865	715
Training co-ordinator expense	168	—	168	1,045
Training committee	2,770	—	2,770	247
Administration	—	3,387	3,387	2,688
One day seminars	—	8,367	8,367	2,521
Two day seminars	—	5,380	5,380	4,083
Three day seminars	—	14,539	14,539	7,887
Depreciation (Note 1)	728	270	998	925
Symposium	—	—	—	7,008
Fiscal and audience development	28,412	—	28,412	—
	$172,279	$36,866	$209,145	$116,249

Ontario Museum Association
Notes to Financial Statements
March 31, 1982

1. ***Summary of Significant Accounting Policies***

FIXED ASSETS AND DEPRECIATION:

Fixed assets purchased after October, 1977 are recorded at cost. In 1977, the Council recorded fixed assets previously charged against operations as an asset at their fair market value of $4,000.

Fixed assets are depreciated over ten years on a straight line basis.

DEFERRED INCOME:

Deferred income is composed of membership and seminar fees received but as yet unearned by the Association.

2. ***Long-term Lease***

The Association is committed to annual rents for the year ended January 31, as follows:

1983 — $ 9,600
1984 — $11,520
1985 — $13,824

LIST OF OMA PUBLICATIONS

1981 - 1982

Currently

Vol I, # IV	December/January 1980/1981
Vol V, # I	February/March 1981
Vol V, # II	April/May 1981
Vol V, # III	June/July 1981
Vol V, # IV	August/September 1981
Vol V, # V	October/November 1981
Vol VI, # 1	January/February 1982
Vol VI, # 2	March/April 1982
Vol VI, # 3	May/June 1982
Vol VI, # 4	July/August 1982
Vol VI, # 5	September 1982
Vol VI, # 6	November 1982

Ontario Museum Quarterly

Spring 1981
Summer 1981
Autumn 1981
Winter 1981
Winter/Spring 1982
Summer/July 1982
Fall/October 1982